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COMPENSATION IN MASS RETAILING 1983/1984

SALARIES AND INCENTIVES

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National Mass Retailing Institute

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INTRODUCTION

The National Mass Retailing Institute's 1983/84 report on salary levels and bonuses is a comprehensive survey of compensation within the mass retailing industry.

The report is based on questionnaires completed by 53 firms, operating 11,457 discount department stores throughout the United States.

In keeping with NMRI's policy of treating all responses in total and inviolable confidence, names of responding companies have never and will never be divulged. No copies were made of the responses, and all original questionnaires were destroyed after tabulation.

The entire NMRI organization sincerely thanks all the firms that took the time to complete the survey's questionnaire. This cooperation enables members of the mass retailing industry to obtain an important comparative picture of the compensation procedures within the industry. The knowledge derived from this study aids the formulation of sound decisions and judgements.

New York
October 1984

RICHARD I. HERSH
President

ORGANIZATION

This report is organized into four sections:

SECTION I -- Those firms having an annual sales volume under $150 million

SECTION II - Those firms having an annual sales volume from $150 million up to and including $400 million

SECTION III- Those firms having an annual sales volume from $400 million to $750 million

SECTION IV - Those firms having an annual sales volume over $750 million

Within each section, the specific job titles are listed in the same order as they appear in the questionnaire.

The following information is given for each job title shown:

1. 1983 Base salary (average salary)
2. 1983 Bonus (average) Note: only for merchandising categories
3. 1983 Total Compensation (average compensation)
4. 1984 Base salary (average salary)*
5. 1984 Base salary (median salary)*

Inasmuch as the survey categories were reindexed, 1981 figures are not applicable for comparison.

*Please note the definitions of "average" and "median":

The term "average" refers to the arithmetic mean, or the amount obtained by adding up all the parts and then dividing by the number of parts.

The term "median" refers to a value in an ordered set of values below and above which there is an equal number of values.

All figures are rounded off to the nearest $10.

Figures marked with an asterisk (*) are figures for which the sample was small and therefore not necessarily statistically representative.

Figures noted by "N/A" included less than three (3) in the sample and were not used.

SECTION ONE

Annual Sales Volume Under $150 Million

STORE MANAGEMENT

POSITION	1983 TOTAL	1984 BASE	1984 BASE MEDIAN
Chairman of the Board	$ 148,300	$ 163,600	$ 156,000
President	106,800	133,300	145,000
Sr. Admin. Executive	70,400	74,250	70,000
Sr. Merchandising Exec.	N/A	N/A	N/A
Sr. Operations Exec.	76,600	85,900	73,100
Sr. Financial Executive	62,500	63,500	57,000
Sr. Personnel Executive	47,700	47,120	33,700

SENIOR MANAGEMENT CONTD.

POSITION	1983 TOTAL	1984 BASE	1984 BASE MEDIAN
Top Real Estate Officer*	$ 64,750	$ 65,500	$ 46,000
Treasurer	55,270	57,900	50,000
Controller	48,460	50,700	55,500
Sr. Legal Exec.*	52,400	57,100	41,300
Sr. Advertising Executive	39,080	43,600	27,800

*Insufficient Data for statistically accurate results.

SENIOR MANAGEMENT CONTD.

POSITION	1983 TOTAL	1984 BASE	1984 BASE MEDIAN
Sr. Data Processing Executive	$ 39,140	$ 48,120	$ 37,500
Sr. Distribution (Warehse) Exec.	37,020	37,150	41,600
Sr. Security Exec.	34,180	36,120	31,600
Strategic/Long Range Planning Exec. *	N/A	N/A	N/A
Sr. Internal Audit Executive	N/A	N/A	N/A

*Insufficient Data for statistically accurate results

FINANCIAL & EDP

POSITION	1983 BASE	1984 BASE	1984 BASE MEDIAN
Senior Financial Executive (Page 2)			
Treasurer (Page 3)			
Controller (Page 3)			
Internal Audit Head*	$ 27,620	$ 29, 160	$ 31,800
Tax Department Head*	N/A	15,800	15,800
Budget Control Head	N/A	N/A	N/A
Credit/Collection Head*	37,700	39,270	36,000

*Insufficient Data for statistically accurate results.

FINANCIAL & EDP CONTD.

POSITION	1983 BASE	1984 BASE	1984 BASE MEDIAN
Payroll Head	$ 17,670	$ 18,530	$ 18,000
Accounts Payable Head	18,200	19,420	18,500
General Accounting Head	27,340	29,370	30,750
Senior Data Processing Exec. (Page 4)			
Computer Operations Head	27,460	29,250	31,000
Systems Analyst*	22,100	23,500	24,250
Senior Programmer*	20,700	22,720	21,800
Programmers *	19,250	20,300	19,500

*Insufficient Data for statistically accurate results.

REAL ESTATE & CONSTRUCTION

POSITION	1983 TOTAL	1984 BASE	1984 BASE MEDIAN
Real Estate Head (Page 3)			
R.E. Negotiation Fixture Head	N/A	N/A	N/A
Store Planning & Fixture Head	$ 46,750	$ 48,200	$ 39,100
Store Construction Head*	N/A	N/A	N/A

*Insufficient Data for statistically accurate results.

PERSONNEL

POSITION	1983 TOTAL	1984 BASE	1984 BASE MEDIAN
Senior Personnel Executive (Page 2)			
Training & Development	$ 45,030	$ 41,330	$ 37,800
EEO	N/A	N/A	N/A
Employee/Union Relations*	N/A	N/A	N/A
Benefit*	20,850	22,700	23,500
Compensation*			
Employment/ Recruitment*	32,300	32,800	34,000
Regional Personnel Managers	N/A	N/A	N/A

*Insufficient Data for statistically accurate results

ADMINISTRATION & OTHER

POSITION	1983 TOTAL	1984 BASE	1984 BASE MEDIAN
Senior Purchasing Agent	$ 33,450	$ 34,900	$ 36,250
Senior Manual Systems Exec.	N/A	N/A	N/A
Traffic Head*	31,800	33,200	24,500
Warehouse Head	27,400	28,300	27,000

*Insufficient Data for statistically accurate results.

OPERATIONS

POSITION	1983 BASE	1983 BONUS	1983 TOTAL	1984 BASE
Senior Operations Head (Page 2)				
Regional Manager	$ 33,460	$ N/A	$ 33,460	$ 36,800
Regional Mdse. Mgr. Hardlines	N/A	N/A	N/A	N/A
Regional Mdse. Mgr. Softlines	N/A	N/A	N/A	N/A
District Manager	37,200	N/A	37,200	38,400

MERCHANDISING

POSITION	1983 BASE	1983 BONUS	1983 TOTAL	1984 BASE MEDIAN
Senior Merchandising Executive (Page 2)				
General /Senior Mdse. Managers				
Hardlines	$ 67,950		$ 67,950	$ 71,450
Softlines Fashion*	74,100		74,100	76,000
Softlines Basics*	46,650		46,650	47,150

*Insufficient Data for statistically accurate results.

MERCHANDISING CONTD.

POSITION	1983 BASE	1983 BONUS	1983 TOTAL	1984 BASE MEDIAN
Division/Category Mdse. Managers				
Hardlines	$ 44,200	$ 1,540	$ 45,740	$ 45,300
Softline Fashion	42,900	1,100	44,000	43,520
Softline Basics*	48,600	900	49,500	51,300
Buyers Hardlines	28,620	550	29,170	31,400
Buyers Softline Fashion	24,810	800	25,610	27,300
Buyers Softline Basics	27,080	900	27,980	28,600

*Insufficient Data for statistically accurate results.

STORE MANAGEMENT

POSITION	1983 BASE	1983 BONUS	1983 TOTAL	1983 BASE MEDIAN
Store Managers				
Vol. $1-3 Million	$ 23,500	$ 2,500	$ 26,000	$ 25,000
Vol. $3-5 Million	27,300	3,700	31,000	29,000
Vol. $5-7 Million	30,500	500	31,500	29,000
Vol. $7-9 Million	N/A	N/A	N/A	N/A
Vol. Over $9 Million	43,380	1,400	44,780	43,000

STORE MANAGEMENT CONTD.

POSITION	1983 BASE	1983 BONUS	1983 TOTAL	1983 BASE MEDIAN
Assistant Managers				
Vol. $1-3 Million	$ 16,880	$ 1,100	$ 17,980	$ 17,000
Vol. $3-5 Million	18,320	1,400	19,720	18,200
Vol. $5-7 Million	22,900	1,400	24,300	23,400
Vol. $7-9 Million	N/A	N/A	N/A	N/A
Vol. Over $9 Million	25,100	1,200	26,300	31,200
Department Managers *				
Vol. $1-3 Million				
Vol. $3-5 Million				
Vol. $5-7 Million				
Vol. $7-9 Million				
Vol. Over $9 Million				

*Insufficient Data for statistically accurate results.

SECTION TWO

Annual Sales Volume $150 Million to $400 Million

SENIOR MANAGEMENT

POSITION	1983 BASE	1984 BASE	1984 BASE MEDIAN
Chairman of the Board	$ 163,700	$ 174,000	$ 150,000
President	183,920	191,780	180,000
Sr. Admin. Executive	102,400	104,920	96,400
Sr. Merchandising Exec.	97,800	105,800	102,000
Sr. Operations Exec.	81,600	83,510	84,600
Sr. Financial Executive	63,400	68,000	71,000
Sr. Personnel Executive	45,810	48,900	51,200

SENIOR MANAGEMENT CONTD.

POSITION	1983 BASE	1984 BASE	1984 BASE MEDIAN
Top Real Estate Officer	$ 62,680	$ 69,000	$ 69,000
Treasurer	N/A	N/A	N/A
Controller	46,740	49,760	49,000
Sr. Legal Exec.	N/A	N/A	N/A
Sr. Advertising Executive	52,800	52,800	51,000

SENIOR MANAGEMENT CONTD.

POSITION	1983 BASE	1984 BASE	1984 BASE MEDIAN
Sr. Data Processing Executive	$ 47,180	$ 48,300	$ 42,450
Sr. Distribution (Warehse) Exec.	40,020	41,380	38,600
Sr. Security Exec	36,520	37,040	36,350
Strategic/Long Range Planning	62,000	58,000	47,200
Sr. Internal Audit Executive	N/A	N/A	N/A

FINANCIAL & EDP

POSITION	1983 BASE	1984 BASE	1984 BASE MEDIAN
Senior Financial Executive (Page 16)			
Treasurer (Page 17)			
Controller (Page 17)			
Internal Audit Head	$ 27,570	$ 29,000	$ 30,040
Tax Department Head	N/A	N/A	N/A
Budget Control Head*	31,280	32,740	40,000
Credit/Collection	N/A	N/A	N/A

*Insufficient Data for statistically accurate results

FINANCIAL & EDP CONTD.

POSITION	1983 BASE	1984 BASE	1984 BASE MEDIAN
Payroll Head	$ 24,400	$ 25,750	$ 25,000
Accounts Payable Head	25,800	27,240	23,450
General Accounting Head	28,940	30,790	34,600
Senior Data Processing Exec. (Page 18)			
Computer Operations Head	31,460	33,900	35,000
Systems Analyst	31,740	33,800	31,700
Senior Programmer	26,700	29,240	28,300
Programmers	17,570	18,400	19,800

REAL ESTATE & CONSTRUCTION

POSITION	1983 BASE	1984 BASE	1984 BASE MEDIAN
Real Estate Head (Page 17)			
R.E. Negotiation Head*	$ 38,270	$ 41,770	$ 48,400
Store Planning & Fixture Head	47,300	48,600	45,000
Store Construction Head*	27,340	28,600	31,200

*Insufficient Data for statistically accurate results.

PERSONNEL

POSITION	1983 BASE	1984 BASE	1984 BASE MEDIAN
Senior Personnel Executive (Page 16)			
Training & Development	$ 29,530	$ 31,200	$ 28,640
EEO	N/A	N/A	N/A
Employee/Union Relations*	N/A	N/A	N/A
Benefit	N/A	N/A	N/A
Compensation*	28,900	30,700	29,600
Employment/ Recruitment*	31,140	33,370	34,300
Regional Personnel*	37,350	39,810	37,600

*Insufficient Data for statistically accurate results.

ADMINISTRATION & OTHER

POSITION	1983 BASE	1984 BASE	1984 BASE MEDIAN
Senior Purchasing Agent	$ 26,450	$ 28,100	$ 29,000
Senior Manual Systems Exec.*	35,400	37,200	38,000
Traffic Head	29,440	31,690	26,300
Warehouse Head	30,700	30,940	31,000

*Insufficient Data for statistically accurate results.

OPERATIONS

POSITION	1983 BASE	1983 BONUS	1983 TOTAL	1984 BASE MEDIAN
Senior Operations Head (Page 16)				
Regional Manager	$ 43,200	$ 6,300	$ 49,500	$ 46,410
Regional Mdse. Mgr. Hardlines*	31,600	2,000	33,600	32,500
Regional Mdse. Mgr. Softlines*	30,840	1,500	32,340	32,000
District Manager	33,690	7,210	40,900	39,400

*Insufficient Data for statistically accurate results.

MERCHANDISING

POSITION	1983 BASE	1983 BONUS	1983 TOTAL	1984 BASE MEDIAN
Senior Merchandising Executive (Page 16)				
General /Senior Mdse. Managers				
Hardlines	$ 68,400	$ 24,300	$ 92,700	$ 73,100
Softline Fashion	69,300	24,600	93,900	71,400
Softline Basics	N/A	N/A	N/A	N/A

MERCHANDISING CONTD.

POSITION	1983 BASE	1983 BONUS	1983 TOTAL	1984 BASE MEDIAN
Division/Category Mdse. Managers				
Hardlines	$ 49,690	$ 6,750	$ 56,440	$ 51,320
Softline Fashion	53,350	8,000	61,350	55,400
Softline Basics*	55,700	9,100	64,800	56,000
Buyers Hardlines	33,710	8,110	41,820	35,120
Buyers Softline Fashion	31,800	7,340	39,140	32,050
Buyers Softline Basics	31,240	6,170	37,410	31,900

*Insufficient Data for statistically accurate results.

STORE MANAGEMENT

POSITION	1983 BASE	1983 BONUS	1983 TOTAL	1983 BASE MEDIAN
Store Managers				
Vol. $1-3 Million	$ 25,250	$ 3,000	$ 28,250	$ 24,100
Vol. $3-5 Million	29,540	7,300	36,840	28,000
Vol. $5-7 Million	30,270	2,920	33,190	29,000
Vol. $7-9 Million	33,200	6,500	39,700	33,900
Vol. Over $9 Million	40,970	6,680	47,650	37,300
Assistant Managers				
Vol. $1-3 Million	18,490	2,000	20,490	16,380
Vol. $3-5 Million	19,900	1,000	20,900	21,100
Vol. $5-7 Million	20,280	300	20,580	20,000
Vol. $7-9 Million	22,700	830	23,530	21,900
Vol. over $9 Million	24,630	650	25,280	26,800

STORE MANAGEMENT CONTD.

POSITION	1983 BASE	1983 BONUS	1983 TOTAL	1983 BASE MEDIAN
Department Heads				
Vol. $1-3 Million	N/A	N/A	N/A	N/A
Vol. $3-5 Million*	15,700	-0-	15,700	16,100
Vol. $5-7 Million*	17,200	-0-	17,200	16,700
Vol. $7-9 Million*	17,900	-0-	17,900	18,300
Vol. over $9 Million	17,950	-0-	17,950	18,800

*Insufficient Data for statistically accurate results.

SECTION THREE

ANNUAL SALES VOLUME $400 MILLION TO $750 MILLION

SENIOR MANAGEMENT

POSITION	1983 BASE	1984 BASE	1984 BASE MEDIAN
Chairman of the Board	$239,000	$247,940	$ 250,000
President	205,000	213,000	220,000
Sr. Admin. Executive	128,600	132,460	128,000
Sr. Merchandising Exec.	140,200	144,600	139,200
Sr. Operations Exec.	118,250	121,400	123,650
Sr. Financial Executive	109,300	112,840	110,000
Sr. Personnel	80,030	87,350	77,000

SENIOR MANAGEMENT CONTD.

POSITION	1983 BASE	1984 BASE	1984 BASE MEDIAN
Top Real Estate Officer	$ 82,400	$ 86,810	$ 78,400
Treasurer	63,860	65,010	56,400
Controller	78,000	79,450	81,200
Sr. Legal Exec.	N/A	N/A	N/A
Sr. Advertising Executive	84,250	87,100	78,000

SENIOR MANAGEMENT CONTD.

POSITION	1983 BASE	1984 BASE	1984 BASE MEDIAN
Sr. Data Processing Executive	$ 82,400	$ 85,100	$ 79,000
Sr. Distribution (Warehse) Exec.	75,600	78,370	68,400
Sr. Security Exec.	57,250	61,370	50,000
Strategic/Long Range Planning*	93,500	96,500	87,200
Sr. Internal Audit Executive	33,480	35,140	33,200

*Insufficient Data for statistically accurate results.

FINANCIAL & EDP

POSITION	1983 BASE	1984 BASE	1984 BASE MEDIAN
Senior Financial Executive (Page 30)			
Treasurer (Page 31)			
Controller (Page 31)			
Internal Audit Head	$ 40,830	$ 42,120	$ 38,440
Tax Department Head*	34,600	35,100	33,660
Budget Control Head	37,220	38,900	36,000
Credit/Collection Head	N/A	N/A	N/A

*Insufficient Data for statistically accurate results.

FINANCIAL & EDP CONTD.

POSITION	1983 BASE	1984 BASE	1984 BASE MEDIAN
Payroll Head	$ 29,080	$ 30,300	$ 27,600
Accounts Payable Head	38,320	39,700	39,000
General Accounting Head	37,170	37,800	36,000
Senior Data Processing Exec. (Page 32)			
Computer Ops. Head	39,880	42,620	43,800
Systems Analyst	32,910	33,140	33,150
Senior Programmer	28,760	30,110	28,500
Programmers	22,400	23,220	22,150

REAL ESTATE & CONSTRUCTIONS

POSITION	1983 BASE	1984 BASE	1984 BASE MEDIAN
Real Estate Head (Page 31)			
R.E. Negotiation Head	N/A	N/A	N/A
Store Planning & Fixture Head	$ 61,970	$ 63,800	$ 59,450
Store Construction	44,380	45,600	43,100

PERSONNEL

POSITION	1983 BASE	1984 BASE	1984 BASE MEDIAN
Senior Personnel Executive (Page 30)			
Training & Development	$ 42,600	$ 50,220	$ 48,560
EEO	N/A	N/A	N/A
Employee/Union Relations	N/A	N/A	N/A
Benefit	29,200	31,600	29,880
Compensation	31,550	32,150	30,840
Employment/ Recruitment	35,800	35,920	35,000
Regional Personnel Managers	31,150	34,600	38,300

ADMINISTRATION & OTHER

POSITION	1983 BASE	1984 BASE	1984 BASE MEDIAN
Senior Purchasing Agent	$ 32,000	$ 32,920	$ 31,140
Senior Manual Systems Exec.	35,470	36,810	35,500
Traffic Head	40,870	43,900	42,400
Warehouse Head	47,170	50,230	47,000

OPERATIONS

POSITION	1983 BASE	1983 BONUS	1983 TOTAL	1984 BASE MEDIAN
Senior Operations Head (Page 30)				
Regional Manager	$ 83,940	$ 8,590	$ 92,530	$ 86,100
Regional Mdse. Mgr. Hardlines	34,900	6,340	41,240	37,800
Regional Mdse. Mgr. Softlines	52,320	-0-	52,320	58,200
District Manager	42,380	3,300	45,680	47,200

MERCHANDISING

POSITION	1983 BASE	1983 BONUS	1983 TOTAL	1984 BASE MEDIAN
Senior Merchandising Executive (Page 30)				
General/Senior Mdse. Managers				
Hardlines	$ 88,400	$ 10,600	$ 99,000	$ 92,660
Softline Fashion	93,420	9,850	103,270	97,310
Softline Basics	N/A	N/A	N/A	N/A

MERCHANDISING CONTD.

POSITION	1983 BASE	1983 BONUS	1983 TOTAL	1984 BASE MEDIAN
Division/Category Mdse. Managers				
Hardlines	$ 69,400	$ 6,800	$ 76,200	$ 76,800
Softline Fashion	71,220	7,340	78,560	77,200
Softline Basics	67,310	5,310	72,620	68,840
Buyers Hardlines	37,200	2,050	39,250	37,600
Buyers Softline Fashion	35,110	2,680	37,790	37,280
Buyers Softline Basics	32,600	1,940	34,540	33,900

STORE MANAGEMENT

POSITION	1983 BASE	1983 BONUS	1983 TOTAL	1983 BASE MEDIAN
Store Managers				
Vol. $1-3 Million	$ 22,450	$ 3,100	$ 25,550	$ 23,000
Vol. $3-5 Million	33,220	5,820	39,040	28,300
Vol. $5-7 Million	37,500	6,500	44,000	31,200
Vol. $7-9 Million	N/A	N/A	N/A	N/A
Vol. Over $9 Million	38,600	3,000	41,600	37,000
Assistant Managers				
Vol. $1-3 Million	N/A	N/A	N/A	N/A
Vol. $3-5 Million	21,100	800	21,900	19,600
Vol. $5-7 Million	23,350	500	23,850	19,400
Vol. $7-9 Million	N/A	N/A	N/A	N/A
Vol. Over $9 Million	25,800	800	26,600	27,500
Department Heads - Insufficient Data for reliable statistics				
Vol. $1-3 Million	N/A	N/A	N/A	N/A
Vol. $3-5 Million	14,200	-0-	14,200	15,900
Vol. $5-7 Million	16,500	-0-	16,500	16,800
Vol. $7-9 Million	N/A	N/A	N/A	N/A
Vol. Over $9 Million	16,850	-0-	16,850	16,900

SECTION FOUR

Annual Sales Volume Over $750 Million

SENIOR MANAGEMENT

POSITION	1983 BASE	1984 BASE	1984 BASE MEDIAN
Chairman of the Board	$ 390,000	$ 418,750	$ 400,000
President	285,000	320,280	300,000
Sr. Admin. Executive	158,450	171,350	105,000
Sr. Merchandising Exec.	186,470	205,240	200,000
Sr. Operations Exec.	149,280	171,900	180,000
Sr. Financial Executive	12,410	132,920	125,000
Sr. Personnel Executive	113,830	124,690	139,000

SENIOR MANAGEMENT CONTD.

POSITION	1983 BASE	1984 BASE	1984 BASE MEDIAN
Top Real Estate Officer	$ 117,620	$ 128,600	$ 112,500
Treasurer	73,200	80,940	66,000
Controller	84,290	88,660	85,000
Sr. Legal Exec.	100,000	110,480	77,500
Sr. Advertising Executive	92,600	103,000	95,000

SENIOR MANAGEMENT CONTD.

POSITION	1983 BASE	1984 BASE	1984 BASE MEDIAN
Sr. Data Processing Executive	$ 72,980	$ 81,340	$ 80,600
Sr. Distribution (Warehse) Exec.	84,640	94,660	85,000
Sr. Security Exec.	78,250	76,600	75,000
Strategic/Long Range Planning Exec.*	68,250	71,600	66,400
Sr. Internal Audit Executive*	75,700	78,370	66,000

*Insufficient Data for Statistically accurate results.

FINANCIAL & EDP

POSITION	1983 BASE	1984 BASE	1984 BASE MEDIAN
Senior Financial Executive (Page 43)			
Treasurer (Page 44)			
Controller (Page 44)			
Internal Audit Head	$ 38,930	$ 41,810	$ 40,000
Tax Department Head	55,360	58,800	47,000
Budget Control Head	55,770	59,210	45,300
Credit/Collection Head*	57,300	58,200	53,850

*Insufficient Data for statistically accurate results.

FINANCIAL & EDP CONT.

POSITION	1983 BASE	1984 BASE	1984 BASE MEDIAN
Payroll Head	$ 32,740	$ 36,430	$ 35,000
Accounts Payable Head	41,440	45,210	46,300
General Accounting Head	48,110	49,640	47,500
Senior Data Processing Exec. (Page 45)			
Computer Operations Head	44,780	46,800	47,900
Systems Analyst	31,740	32,820	33,400
Senior Programmer	31,180	33,060	31,400
Programmers	24,380	25,690	26,020

REAL ESTATE & CONSTRUCTION

POSITION	1983 BASE	1984 BASE	1984 BASE MEDIAN
Real Estate Head (Page 44)			
R.E. Negotiation Fixture Head	$ 57,700	$ 59,200	$ 50,000
Store Planning & Fixture Head	47,140	50,240	43,000
Store Construction Head	60,030	65,600	52,500

PERSONNEL

POSITION	1983 BASE	1984 BASE	1984 BASE MEDIAN
Senior Personnel Executive (Page 43)			
Training & Development	$ 45,160	$ 47,200	$ 46,000
EEO	39,350	40,220	34,900
Employee/Union Relations	52,920	53,010	48,600
Benefit	35,870	37,200	32,500
Compensation	45,220	47,440	46,000
Employment/ Recruitment	44,540	48,230	49,200
Regional Personnel Managers	37,050	39,160	36,300

ADMINISTRATION & OTHER

POSITION	1983 BASE	1984 BASE	1984 BASE MEDIAN
Senior Purchasing Agent	$ 36,300	$ 38,300	$ 41,600
Senior Manual Systems Exec.*	37,550	38,800	37,800
Traffic Head	39,260	42,400	39,500
Warehouse Head	38,660	41,300	38,000

*Insufficient Data for statistically accurate results.

OPERATIONS

POSITION	1983 BASE	1983 BONUS	1983 TOTAL	1984 BASE MEDIAN
Senior Operations Head (Page 43)				
Regional Manager	$ 69,960	$ 21,000	$ 90,960	$ 59,610
Regional Mdse. Mgr. Hardlines	N/A	N/A	N/A	N/A
Regional Mdse. Mgr. Softlines	N/A	N/A	N/A	N/A
District Manager	42,410	15,100	57,510	43,800

MERCHANDISING

POSITION	1983 BASE	1983 BONUS	1983 TOTAL	1984 BASE MEDIAN
Senior Merchandising Executive (Page 43)				
General/Senior Mdse. Managers				
Hardlines	$ 95,740	$ 28,200	$ 123,940	$ 83,800
Softlines Fashion	86,410	20,120	106,530	79,000
Softlines Basics	81,900	18,060	99,960	76,320

MERCHANDISING CONTD.

POSITION	1983 BASE	1983 BONUS	1983* TOTAL	1984 * BASE MEDIAN
Division/Category Mdse. Managers				
Hardlines	$ 61,800	$ 11,600	$ 73,400	$ 57,200
Softline Fashion	63,400	12,920	76,320	60,580
Softline Basics	57,680	9,740	67,420	60,300
Buyers Hardlines	40,280	8,080	48,360	40,100
Buyers Softline Fashion	39,700	5,300	45,000	41,680
Buyers Softline Basics	38,990	4,110	43,100	37,400

*Note: Unusual range found in divisional categories:

Hardlines	30,300 to 115,000
Softlines Fashion	33,200 to 129,800
Softlines Basic	30,900 to 110,000

STORE MANAGEMENT

POSITION	1983 BASE	1983 BONUS	1983 TOTAL	1983 BASE MEDIAN
Store Managers				
Vol. $1-3 Million	$ 26,450	$ 3,800	$ 30,250	$ 26,300
Vol. $3-5 Million	27,420	5,100	32,520	30,700
Vol. $5-7 Million	29,850	5,630	35,480	30,500
Vol. $7-9 Million	31,640	6,380	38,020	34,900
Vol. Over $9 Million	36,970	8,400	45,370	37,000

STORE MANAGEMENT CONTD.

POSITION	1983 BASE	1983 BONUS	1983 TOTAL	1983 BASE MEDIAN
Assistant Managers				
Vol. $1-3 Million	$ 19,970	$ 700	$ 20,670	$ 19,400
Vol. $3-5 Million	20,600	800	21,400	20,700
Vol. $5-7 Million*	22,400	900	23,300	22,000
Vol. $7-9 Million	23,200	900	24,100	23,600
Vol. over $9 Million*	26,400	2,170	28,570	27,100
Department Heads				
Vol. $1-3 Million	N/A	N/A	N/A	N/A
Vol. $3-5 Million	N/A	N/A	N/A	N/A
Vol. $5-7 Million *	17,800	-0-	17,800	18,300
Vol. $7-9 Million	N/A	N/A	N/A	N/A
Vol. Over $9 Million*	19,470	800	20,270	19,100

*Insufficient Data for statistically accurate results.